

# Memorandum

San Francisco Police Department



TO: Willis A. Casey  
Chief of Police

APPROVED

YES

NO

FROM: Deputy Chief Thomas F. Murphy  
Field Operations Bureau

DATE: Thursday, May 30, 1991

SUBJECT: Proposal to Change District Boundaries

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AUG 2 1991

UNIVERSITY OF CALIFORNIA

ISSUE:

Shall the boundaries of the police districts be re-drawn to reflect current needs.

DISCUSSION:

For approximately fifty years, modifications of the existing boundaries between the nine district stations have been made on a piecemeal basis to address specific localized needs and concerns rather than based on a City-wide review and analysis to determine the most effective boundaries based on current demand for service and the needs of the department and the community.

In early 1990, concerns of the administration regarding the most effective means of policing the Tenderloin resulted in Commanders Isiah Nelson, Michael Lennon, and Michael Brush being tasked to review the boundaries of the police districts to determine the most effective alignment of those boundaries to support department deployment and community needs. This review process was interrupted due to the untimely death of Commander Nelson, the changes in department administration necessitated by the retirement of Chief Frank Jordan and the demands on the department resulting from the war in the Middle East. In light of the current fiscal emergency and the need to be able to direct diminishing police resources most effectively toward the reduction of violent crime, Chief Willis Casey has directed that this review process continue and that, upon his approval of this redistricting proposal, it be forwarded to the Police Commission for their review, input and approval.



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The goals of this proposal are as follows:

1. To balance the workload between the district stations more equitably. As can be seen on Table I, an officer in the Mission District can handle 500 average yearly calls for service while an officer in the Richmond District will handle 307 such calls. Additionally, current deployment schedules require a minimum of 60 officers at a station, although, in the Richmond and Taraval districts, the workload doesn't require that level of staffing.
2. To unify the Tenderloin under one district command. For most of this century, the Tenderloin has been the number one area in the city for violent crime and department response to that problem has been inhibited by the fact that this area has been divided between the Central and Northern districts, making coordinated enforcement more difficult.
3. To move the Sunnydale Housing Development into the Ingleside District. This is necessitated by poor radio reception in that area on radio channels used in the First Division and, specifically, in the Potrero District. Poor radio reception in a high crime area such as the Sunnydale presents the department with an officer safety issue that must be addressed. To deal with this problem currently, the Communications Division must staff a separate radio channel just for the Potrero District at a cost of exceeding \$200,000. By moving the Sunnydale area into the Ingleside District and onto Radio Channel 1, the reception problem will be abated.

Additionally, most of the public housing developments in the City are currently in the Potrero District. Policing these areas is a very demanding task and should more properly be spread into other districts as much as possible.

4. To maintain the present statistical reporting areas as much as possible so as to retain the long term statistical base and crime analysis capability provided by those areas.
5. To retain intact, as much as possible, existing neighborhoods and communities while providing them with the level of service necessary. To this end, the Commanders and Captains have been meeting with neighborhood and community groups for the past two months to obtain their input into this process.

The goals of this proposal are as follows:

1. To balance the workload between the district stations  
where possible. As can be seen on Table I, an officer in  
the Mission District can handle 500 average calls  
for services while an officer in the Richmond District  
will handle 300 such calls. Additionally, current  
domestic schedules require a minimum of 60 officers at  
a station, although, in the Richmond and Central  
Districts, the workload demands a higher level of  
staffing.

2. To unify the Tenderloin under one district command. For  
most of this century, the Tenderloin has been the number  
one area in the city for violent crime and significant  
response to that problem has been inhibited by the fact  
that this area has been divided between the Central and  
Northern Districts, making coordinated enforcement more  
difficult.

3. To move the Sundryville Housing Development into the  
Tenderloin District. This is necessitated by poor radio  
reception in that area on radio channels used in the  
First Division and, specifically, in the Tenderloin  
District. Poor radio reception in a high crime area such  
as the Sundryville presents the Department with an officer  
safety issue that must be addressed. To deal with this  
problem currently, the Communications Division must staff  
a separate radio channel just for the Tenderloin District at  
a cost of approximately \$500,000. By moving the Sundryville  
area into the Tenderloin District and onto Radio Channel 12,  
the reception problem will be solved.

Additionally, most of the public housing developments in  
the City are currently in the Tenderloin District. Moving  
these areas to a more homogenous area would more  
properly be spread into other districts as much as  
possible.

4. To maintain the present statistical reporting areas as  
much as possible so as to retain the long term  
statistical base and crime analysis capability provided  
by those areas.

5. To retain, where possible, existing  
neighborhoods and communities while growing them into  
the level of service necessary. To this end, the  
Communities and Regions have been existing with  
neighborhood and community groups for the past two months  
to obtain their input into this process.

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6. To analyze and re-draw, where necessary, radio car sectors based on current calls for service, rather than on dated patterns of such calls.
7. To establish C.P.O.P. beats in all of the districts based also on current data.
8. To maintain, as much as possible, the officers patrolling existing neighborhoods in those neighborhoods after any redistricting.
9. To establish the basis for an on-going process of re-evaluation of district boundaries as new police stations are built and as crime patterns and community needs changes in the future.

The department's statistical base, including calls for service, reports of serious crime and incident reports made were reviewed preliminarily to determine the basis for this analysis. We found that the incidence patterns of calls for service received in any given area closely approximated other workload measures available to us. In other words, the level of calls for service in an area were consistent with the other measures mentioned (a high number of calls for service were accompanied by high numbers of crime in the area and, therefore, incident reports). For this reason, we have used the 1990 calls for service as the basis for the analysis which follows on Tables 1 and 2.

For the purpose of this analysis, we have deleted calls for service regarding parking problems (587s, 588s) because those assignments are "in service" complaints which don't take an officer out of service. Additionally, the Department of Parking and Traffic will assume the total responsibility for these calls during fiscal year 1991-92.

Company A: Central Station  
Company B: Southern Station  
Company C: Potrero Station  
Company D: Mission Station  
Company E: Northern Station  
Company F: Park Station  
Company G: Richmond Station  
Company H: Ingleside Station  
Company I: Taraval Station  
Company J: Tenderloin Task Force

6. To analyze and re-draw, where necessary, radio tax  
sectors based on current calls for service, rather than  
on dated-outdated or such calls.
7. To establish C.V.P. beats for all of the districts based  
also on current data.
8. To maintain, as much as possible, the old city boundaries  
existing neighborhoods in those neighborhoods where any  
redistricting.
9. To establish the basis for an on-going process of  
re-evaluation of district boundaries as the police  
stations are built and as crime patterns and community  
needs change in the future.

The Department's statistical base, including calls for service,  
reports of serious crime and incident reports made were  
reviewed periodically to determine the basis for the  
analysis. We found that the incidence pattern of calls for  
service received in an area closely approximated other  
variables available to us. In other words, the level  
of calls for service in an area were consistent with the other  
variables available. The number of calls for service were  
accompanied by a high number of crime in the area and,  
therefore, incident reports. For this reason, we have used  
the 1980 calls for service as the basis for the analysis which  
follows on Tables 1 and 2.

For the purpose of this analysis, we have defined calls for  
service receiving party telephone 9875, 9876, 9877, 9878, 9879, 9880, 9881, 9882, 9883, 9884, 9885, 9886, 9887, 9888, 9889, 9890, 9891, 9892, 9893, 9894, 9895, 9896, 9897, 9898, 9899, 9900, 9901, 9902, 9903, 9904, 9905, 9906, 9907, 9908, 9909, 9910, 9911, 9912, 9913, 9914, 9915, 9916, 9917, 9918, 9919, 9920, 9921, 9922, 9923, 9924, 9925, 9926, 9927, 9928, 9929, 9930, 9931, 9932, 9933, 9934, 9935, 9936, 9937, 9938, 9939, 9940, 9941, 9942, 9943, 9944, 9945, 9946, 9947, 9948, 9949, 9950, 9951, 9952, 9953, 9954, 9955, 9956, 9957, 9958, 9959, 9960, 9961, 9962, 9963, 9964, 9965, 9966, 9967, 9968, 9969, 9970, 9971, 9972, 9973, 9974, 9975, 9976, 9977, 9978, 9979, 9980, 9981, 9982, 9983, 9984, 9985, 9986, 9987, 9988, 9989, 9990, 9991, 9992, 9993, 9994, 9995, 9996, 9997, 9998, 9999, 10000.

- Company 1: Central Station
- Company 2: Southern Station
- Company 3: Western Station
- Company 4: Eastern Station
- Company 5: Northern Station
- Company 6: City Station
- Company 7: Eastern Station
- Company 8: Southern Station
- Company 9: Western Station
- Company 10: Northern Station
- Company 11: City Station

TABLE I

As can be seen by Table I, there is a significant disparity in the number of average yearly calls for service handled by each officer in the nine district stations. While concerns about travel times, neighborhood integrity, community needs and the other factors identified as goals of this effort prevents a reorganization of district boundaries based solely on calls for service, this disparity must be addressed to attempt to equalize the workload of our officers for their benefit and that of the communities in which they patrol.

The review of the current boundaries (refer to map) involved input from the Division Commanders, the District Captains, after discussion with their subordinates, and numerous meetings with the various community groups throughout the City in order to identify and address all concerns. Also considered, as described above, was the department's statistical database, population density, and the topography of the City. This information was compiled by the Deputy Chief of Field Operations, the Commanders and Field Operations Bureau staff and proposed boundaries that would meet the goals stated above were devised. These proposed boundaries were then reviewed by the department personnel and interested community participants and re-adjusted accordingly where consensus could be achieved. We have now reached a point where we believe that agreement has largely been achieved between the department and the various communities and neighborhoods involved with the exception of those groups who differ on the proposed boundary between the Ingleside and Taraval Districts and, therefore, we are now presenting the proposal to the Police Commission for public hearing to resolve those issues which remain open, and to provide a forum for public input for the benefit of the Commission in reaching their decision.

A map of the proposed realignment of district boundaries follows along with a discussion of issues in each division submitted by Commanders Brush, Arnold, and Shippy.

TABLE I

As can be seen by Table I, there is a significant disparity in the number of average yearly calls for service handled by each officer in the nine district stations. While considering about equal times, neighborhood intensity, community needs and the other factors identified as some of the chief reasons for reorganization of district boundaries based solely on calls for service, this disparity must be addressed in order to equalize the workload of our officers for their benefit and that of the communities in which they patrol.

The review of the current boundaries listed in Table I, included input from the Division Commanders, the District Captains, their discussion with their subordinates, and numerous meetings with the various community groups throughout the City in order to identify and address all concerns. Also considered, as described above, was the Department's statistical data, population density, and the topography of the City. This information was compiled by the Patrol Staff of this Department, the Commanders and Field Operations Bureau staff and proposed boundaries that would meet the goals stated above were developed. These proposed boundaries were then reviewed by the Department personnel and interested community participants and re-adjusted accordingly where consensus could be achieved. We have now reached a point where we believe that agreement has largely been achieved between the Department and the various communities and neighborhoods involved with the exception of those groups who differ on the proposed boundary between the Inglewood and Torrance Districts and, therefore, we are now presenting the proposal to the Police Commission for public hearing to resolve those issues which remain open, and to provide a forum for public input for the benefit of the Commission in reaching their decision.

A map of the proposed reassignment of district boundaries follows along with a discussion of issues in each division submitted by Commanders Bragg, Arnold, and Sifert.

|                  | <u>CALLS FOR SERVICE<br/>BEFORE REDISTRICTING</u> | <u>CALLS FOR SERVICE<br/>PER Q-2</u> | <u>% OF DIVISION</u> | <u>Q-2's 5/16</u> |
|------------------|---|--------------------------------------|----------------------|-------------------|
| A                | 29300   | 401                                  | 22                   | 73                |
| B                | 36100   | 401                                  | 28                   | 90                |
| C                | 38800   | 436                                  | 30                   | 89                |
| J                | 26300   | 446                                  | 20                   | 59                |
| <u>TOTAL I</u>   | 130500  | 420                                  | 37                   | 311               |
| D                | 58500   | 500                                  | 49                   | 117               |
| H                | 38000   | 422                                  | 32                   | 90                |
| I                | 22400   | 367                                  | 19                   | 61                |
| <u>TOTAL II</u>  | 118900  | 440                                  | 34                   | 268               |
| E                | 52800   | 451                                  | 53                   | 117               |
| F                | 28200   | 362                                  | 28                   | 78                |
| G                | 18400   | 307                                  | 19                   | 60                |
| <u>TOTAL III</u> | 99400   | 390                                  | 29                   | 255               |
| <u>TOTAL</u>     | 348800  | 418                                  | 100                  | 834               |

TABLE I

| CALLS AND SERVICE<br>PER THE DISTRICT |       | CALLS FOR SERVICE<br>PER DIVISION |     | 0-2-8-212 |  |
|---------------------------------------|-------|-----------------------------------|-----|-----------|--|
| 1                                     | 20200 | 101                               | 22  | 12        |  |
| 2                                     | 22100 | 101                               | 24  | 20        |  |
| 3                                     | 28000 | 120                               | 20  | 20        |  |
| 4                                     | 25200 | 110                               | 20  | 20        |  |
| TOTAL 1                               |       | 430                               | 25  | 211       |  |
| 5                                     | 28200 | 200                               | 42  | 117       |  |
| 6                                     | 29000 | 222                               | 21  | 20        |  |
| 7                                     | 21400 | 202                               | 10  | 21        |  |
| TOTAL 2                               |       | 622                               | 22  | 208       |  |
| 8                                     | 21800 | 231                               | 22  | 212       |  |
| 9                                     | 26200 | 202                               | 18  | 20        |  |
| 10                                    | 22400 | 202                               | 12  | 20        |  |
| TOTAL 3                               |       | 635                               | 20  | 222       |  |
| TOTAL                                 |       | 619                               | 200 | 228       |  |

TABLE 1

DIVISION I - COMMANDER MICHAEL BRUSH

The following is brief description of the impact of the redistricting plan on the First Patrol Division, the reasons for it, and the advantages and disadvantages.

The First Division consists of Central, Southern, and Potrero Stations and the newly created Tenderloin area. One of the primary objectives the department wanted to accomplish as a result of re-drawing the district boundaries was to attempt to equalize the workload among the district stations. As a result of this redistricting plan, the three stations in the First Division will have an almost identical workload, therefore, the same number of officers will be assigned to each station. Also, each station has been required to redo the radio car sectors in their area with a goal of equal workload for each radio car sector. This has many advantages, foremost of which is that it will allow quicker response because the cars will not be sent regularly from one side of the district to the other because one sector has three times as much work as another.

The redistricting plan will impact the district stations in the First Division in the following ways:

CENTRAL STATION

One of the major situations requiring realignment in the First Division is the Tenderloin area. In the past, the Tenderloin area was serviced by Central, Southern, and Northern Stations. Everyone wanted to see the Tenderloin under one command. This would be much more efficient, eliminate the need for constant coordination between three stations, and provide one unit which would be held responsible for the policing of the most crime ridden area of the City.



The implementation of the Tenderloin Task Force eliminated the need for the officers from the three stations to spend much of their time in the Tenderloin and allowed them to concentrate on problems in their districts. This is particularly true regarding Central Station.

The only other change effecting Central Station is the movement of the western boundary from Leavenworth to Larkin Street (two blocks). This was done at the request of residents in the area. This will also help to balance the workload between stations.

### POTRERO STATION

The Sunnydale area in the Potrero District has presented serious officer safety problems for two reasons. The first is a communications problem. The First Division's primary dispatch channel is PIC 3. The reception of this channel in the Sunnydale area is minimal at best. Communications is required to staff an additional channel just for Potrero Station at a yearly cost exceeding two hundred thousand dollars. By moving this area into the Ingleside District, reception will improve and the department will save a significant amount of money. The second reason is based on the fact that eighty percent of San Francisco's public housing developments are located in the Potrero District. These areas are difficult and to police. The officers must constantly respond from one side of the district to the other to service these developments. With the closure of the 280 Freeway due to the earthquake, the officers lost their quickest response route through the district. Moving the Sunnydale area to the Ingleside District will allow Potrero officers to concentrate their efforts on the developments which are on the east side of Third Street, and significantly shorten their response distances, thus providing quicker backup.

The other changes which effect Potrero Station are:

1. Moving the Potrero boundary north to the channel, south of Berry Street. This is a perfect geographic boundary, a water channel which runs from the Bay to Seventh Street, and is crossable at only a couple of points.
2. Reporting area 292 will be moved from the Southern District to the Potrero District. This was done at the request of the Potrero Hill Neighborhood Association. They wanted the entire Potrero Hill to be in one police district. This area is bounded by the freeway, 16th Street, DeHaro and 18th Street.



SOUTHERN STATION

There is little impact on Southern Station except for the relief it gains from implementation of the Tenderloin Task Force. Ultimately, the Tenderloin area will be incorporated into Southern Station. This will occur when the Task Force has accomplished its goal in reducing crime and stabilizing the area. At this time, a portion of the Task Force will be redirected to another area where the Chief feels they are needed.

The community response in the First Division to this plan has been universally positive. Groups in the Tenderloin area, the Union Square area, the Larkin Street area, North Beach, Chinatown, the Potrero Hill area, the Market Street area, the South of Market area, the Sunnysdale area, and the San Bruno Avenue area, have endorsed this plan and support it. I cannot see any negative aspects of the redistricting plan as it applies to the First Division.



DIVISION II - COMMANDER JAMES ARNOLD

Redistricting will affect the 2nd Division in the following manner.

MISSION STATION

Mission Station will lose the entire portion of the district west of Market Street:

Mission Station will gain a small portion in the easterly boundary which follows the James Lick Freeway from 16th to Division streets.

Response to proposed boundary changes:

ADVANTAGES:

Since Mission Station has among the highest call for service in the City, these changes will allow officers to concentrate their patrols in the high crime areas along the Mission Street corridor. The western area being ceded to Park Station represents few calls for service, but is an area that has difficult access for responding Mission cars.

DISADVANTAGES:

None from Mission Station.

COMMUNITY RESPONSE:

There has been virtually no complaints or comments from the Twin Peaks, Upper Market area regarding this proposal.



### INGLESIDE STATION

The proposed changes for Ingleside are significant. The Sunnydale public housing and Geneva Towers area will come into Ingleside Station. This addition represents a significant increase in A & B priority calls for service. In order to balance this increase, a significant portion of the Ingleside District known as "OMI" (Ocean View, Merced Heights, Ingleside) was ceded to the Taraval District.

Response to proposed boundary changes:

#### ADVANTAGES:

The most significant advantage to this move will be to the officers and residents of the Potrero District.

1. Residents can expect generally quicker response, i.e., there are fewer hot spots that Ingleside officers need to be concerned with as opposed to the numerous "Hot Spots" in the Potrero District.
2. The issue of radio "Dead Spots" in the Sunnydale area will be rectified by including that area along with Mission, Ingleside and Taraval on PIC 1, which is received well in the Sunnydale area.

#### DISADVANTAGES:

Some Ingleside officers are concerned by an increase in A & B calls and that other sector cars will be drawn into the Sunnydale as back-up to the assigned sector cars.

This issue has been addressed by moving the "OMI" (Ocean View, Merced Heights, Ingleside) into the Taraval and should allow Ingleside Station to focus their efforts on Sunnydale.

#### COMMUNITY RESPONSE:

1. The residents of the Sunnydale are pleased with the change. They feel that response will be quicker from Ingleside Station than from Potrero Station due to reasons previously stated.
2. Residents in Bernal Heights, the most vocal of whom is Charles Boulton, are opposed to the move, feeling that police service will diminish because resources will be drawn into Sunnydale.



I have addressed this issue by telling them of the staffing increase which will accompany the redistricting. This issue is an emotional one and cannot be responded to with rational arguments.

3. Residents in the "OMI" (Ocean View, Merced Heights, Ingleside) were initially opposed to the plan fearing their neighborhood would be split. That issue has been resolved by moving "OMI" (Ocean View, Merced Heights, Ingleside) in its entirety from San Jose Avenue northward to Ocean Avenue, west to Plymouth Avenue and north along Plymouth to Yerba Buena Avenue, to Miraloma and finally to Portola Drive.

Residents of the "OMI" (Ocean View, Merced Heights, Ingleside) are now supportive of the change. They have met with Captain William Welch, Taraval Station, and are satisfied that adequate staffing will be given to Taraval Station to handle the almost 9,000 calls for service this boundary change represents.

#### TARAVAL STATION

The Taraval District will acquire the "OMI" (Ocean View, Merced Heights, Ingleside) area which represents more than 9,000 call for service.

Response to proposed boundary changes:

#### ADVANTAGES:

1. This change will balance the work load within the Division and will remove an area with a significant numbers of calls for service from Ingleside Station which will allow Ingleside to focus on the Sunnydale area.
2. Taraval Station has among the fewest calls for service of all nine (9) district stations. This addition will provide a welcome change to some officers in increasing their workload.
3. Taraval Station currently has a compliment of 60 officers. Although this number of officers is required to patrol this area and staff the station, the workload when compared to other stations does not justify this number.



DISADVANTAGES:

1. This change will add to an already large geographic area and might occasionally cause other cars to leave their sectors to cover the "OMI" (Ocean View, Merced Heights, Ingleside). However, increasing the complement of officers at Taraval Station, adding an additional sector car within "OMI" (Ocean View, Merced Heights, Ingleside) and revising existing sectors should minimize this concern.
2. Because of the boundary changes, the Taraval District will come to within one block of Ingleside Station. However, I have spoken of this as a potential benefit by emphasizing Divisional cooperation, i.e., quicker back-up response to the "OMI" (Ocean View, Merced Heights, Ingleside) from Ingleside Station on priority calls.

COMMUNITY RESPONSE:

Virtually every community group in the Taraval has indicated their opposition to this change. Generally their concerns are that officers will be drawn from other parts of the District to police a high crime area.

Some officers at Taraval Station are comfortable with their current workload and reluctant to have it increased and have opposed these changes in conversation with district residents. I have addressed this issue by allocating a more than sufficient number of offices to the Taraval when redistricting occurs. However, this is an emotional issue and cannot be responded to with facts.



DIVISION III - COMMANDER RICHARD SHIPPY

The Third Division's proposed new boundaries changes are discussed below by station:

NORTHERN STATION

The major boundary change in the Northern District is the east boundary line. The current east boundary line is Leavenworth Street, the new proposed east boundary line is Larkin Street. By eliminating this two block area in width from Market Street to Bay Street, Northern Station will reduce its calls for service by 4,900 calls a year. Northern Station will decrease its division calls for service from 53% to 48%. The north, west, and south boundaries remain essentially the same. Northern Station would drop from 52,800 to 47,900 calls for service a year. Northern Station's current manpower allotment is 117 police officers. Under the new proposal, Northern Station would retain all 117 police officers. The new boundary lines would, in essence, reduce the calls for service in the Northern Police District, somewhat balance the workload in the Third Patrol Division, and still retain its current manpower of 117 police officers. It is my belief that there is no negative impact on the Northern Police District.

PARK STATION

The major boundary change in the Park District is on the north. The current boundary line is Broadway Street, the new proposed north boundary line is Geary Street. The current south boundary line is Duboce Street, the new proposed boundary line would be Market Street, thus giving Park Station the sole responsibility of the Twin Peaks area. The west and east boundaries remain the same. The Park District would geographically be approximately the same size, however, by giving up the area of Geary Street to Broadway Street, and Steiner to Presidio, the Park District would eliminate approximately 1,000 calls for service a year. Park Station would drop from 28,200 to 27,400 calls for service a year.

The current manpower allotment at Park Station is 78 police officers. Under the new proposal, Park Station's allotment would be approximately 73 police officers. It is my belief that there is no negative impact on the Park Police District.



### RICHMOND STATION

The major and only boundary change in the Richmond District is the east boundary line. The current east boundary line is Presidio Avenue, the new proposed east boundary line would be Steiner Street. There are no other changes. Richmond Station currently handles 18,400 calls for service a year, the least amount of calls of any of the nine district stations. With the addition of a small area to the east (Presidio Avenue to Steiner Street), Richmond Station calls for service a year would be increased to 23,300. Richmond Station would still have the least amount of calls of the nine district stations, however, the workload between the Park and Richmond Districts would be better balanced.

The manpower allotment currently at Richmond Station is 60 police officers. (It should be noted that the calls for service at Richmond Station do not call for the 60 officers presently assigned, but it has been the practice not to allow district stations to fall below 60 officers.) With the increased calls for service, Richmond Station would, under the new proposal, be increased to 64 officers. It is my belief that there is no negative impact at Richmond Station.

### CONCLUSION

It is the reporting Commander's conclusion that under the new proposed boundary changes, the workload in the Third Division would be better balanced, especially at Richmond and Park Stations.

The current division manpower allotment of 253 officers would remain the same. Neighborhood groups, such as the Sacramento Street Merchants, would be in one police district and the needs of the public would be better served.



|                  | <u>CALLS FOR SERVICE<br/>AFTER REDISTRICTING</u> | <u>CALLS FOR SERVICE<br/>PER Q-2</u> | <u>% OF DIVISION</u> | <u>Q-2's 7/1</u> |
|------------------|--|--------------------------------------|----------------------|------------------|
| A                | 34100  | 397                                  | 26                   | 86               |
| B                | 34400  | 400                                  | 27                   | 86               |
| C                | 33700  | 392                                  | 26                   | 86               |
| TL               | 26300  | 438                                  | 21                   | 60               |
| <u>TOTAL I</u>   | 128500   | 404                                  | 37                   | 318              |
| D                | 55000  | 451                                  | 46                   | 122              |
| H                | 35200  | 356                                  | 29                   | 99               |
| I                | 30500  | 381                                  | 25                   | 80               |
| <u>TOTAL II</u>  | 120700   | 401                                  | 35                   | 301              |
| E                | 47900  | 409                                  | 48                   | 117              |
| F                | 27400  | 381                                  | 28                   | 72               |
| G                | 23300  | 358                                  | 24                   | 65               |
| <u>TOTAL III</u> | 98600  | 388                                  | 28                   | 254              |
| <u>TOTAL</u>     | 347800   | 398                                  | 100                  | 873              |



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At the current time, there are 834 patrol officers assigned to the district stations. On July 12, 1991, 39 additional officers will be graduating from the Police Academy and will be assigned to Field Training. The training cycle will be the first in which every station will be used for field training, so those 39 officers may be spread throughout the bureau without negative effect. The additional 39 officers bring the total officers available for assignment in the district stations to 873.

The proposed boundary changes described in the reports of the Commanders would result in workload statistics as shown in Table 2. As can be seen, this re-alignment of boundaries results in a more equitable distribution of calls for service in all of the districts without significant reduction of personnel in any district or a transfer of significant area from one district to another without additional personnel.

The movement of necessary personnel to accomplish this redistricting will be accomplished by:

1. Voluntary transfers of officers whose patrol sectors are moving from one district to another.
2. Voluntary General Order P-1 transfers from station to station.
3. Thirty-nine officers entering Field Training.
4. Probationary transfers of the 35 members of the 166th Recruit Class.

CONCLUSION:

The proposed changes in district boundaries, if adopted by the Police Commission, will enable the department to achieve the goals indicated above in the following manner:

1. The workload will be spread more equitably throughout the City and among all our patrol officers as indicated in Table 2. The largest disparity, that between Mission and Richmond has been reduced by more than 100 average yearly calls for service per officer.



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2. The Tenderloin will be unified under the command of one police district, the Southern, for the first time in modern history. When crime conditions warrant, the Tenderloin Task Force which is now operating in that area, will be disbanded and some of those officers will be assigned to Southern Station which will assume control of the area. The remainder of the Task Force will be returned to the district stations or deployed in another area if necessary.
3. The Sunnydale Housing Development will become part of the Ingleside District, relieving some of the workload in the Potrero District and solving the communication/officer safety problem currently in that area.
4. Virtually all of the existing statistical reporting areas have been retained, providing a continuing base for crime analysis and deployment criteria.
5. Existing neighborhoods and communities have largely been retained intact although responsibility for policing those areas may have been moved from one district to another.
6. Radio car sectors will be re-drawn using current data rather than historical practice. Proposed sector maps are available for Police Commission review if desired.
7. C.P.O.P. beats have also been established based on current data and community input. Maps are available also.
8. Officers currently patrolling areas that will move from one district to another are being encouraged to transfer with their beats. Preference will be given to those officers who volunteer to so move.
9. This process and the Police Commission hearings will establish practice to ease the altering of patrol patterns and district boundaries to address crime problems in the future, rather than waiting for another 50 years to address these issues.

1. The Department will be notified under the contract of new police district, the Department, for the first time in another district. When crime conditions warrant, the Department's Task Force which is now operating in this area, will be disbanded and some of those officers will be assigned to Southern Station which will assume control of the area. The remainder of the Task Force will be returned to the District Station or deployed in another area if necessary.
2. The Department's Housing Department will become part of the District Station, relieving some of the workload in the District Station and relieving the communication officer's duties. This is necessary in that area.
3. Virtually all of the existing statistical reporting areas have been retained, providing a continuing base for crime analysis and departmental statistics.
4. District headquarters and communities have largely been retained intact although responsibility for holding those areas may have been moved from one district to another.
5. Each new district will be re-drawn using current data rather than historical practice. Proposed district maps are available for Police Commission review if desired.
6. C.T.D. data have also been established based on current data and community input. Maps are available also.
7. Officers currently patrolling areas that will move from one district to another are being encouraged to transfer with their units. Preference will be given to those officers who volunteer to do so.
8. This process and the Police Commission hearings will establish a process to ease the transfer of patrol officers and district boundaries to other cities. Officers in the future, rather than waiting for another 50 years to address these issues.

Additionally, it is my belief that this proposal represents an informed and reasonable approach to solving some historic flaws in the deployment of the officers of the department to deal most effectively with City-wide crime problems and community needs. It has the support of most of the members of the communities and neighborhoods with which we have come into contact while presenting the issues in numerous public forums throughout the city.

RECOMMENDATION:

1. That the Police Commission approve the changing of the boundaries of the nine district stations as described above so that the implementation process can begin immediately, and be concluded by August 1, 1991.



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Additionally, it is my belief that this proposed represents an informed and reasonable approach to solving the historic flaws in the employment of the officers of the Department to deal most effectively with fifty-year crime problems and community needs. It has the support of many of the members of the community and neighborhood with which we have been in contact while addressing the issue in various public forums throughout the city.

Recommendation:

1. That the Police Commission approve the changing of the boundaries of the nine district stations as described above so that the implementation process can begin immediately, and be completed by August 1, 1991.